US Army Corps
of Engineers

Local Government Liaison Roles and Responsibilities

US Army Corps of Engineers

History

- First deployed in 2004 Hurricane Charlie
  - Used FEMA FCO Cadre and COE SME/TL/?? In the hardest hit counties
- 2005 FEMA changes their name to Federal Agency Representative (FAR) and deployed in all areas affected by hurricanes
- Roles:
  - Forward Observer
  - Liaison to local government
  - Communication channel to FCO
  - Assist local government in identifying needs
  - Technical assistance on FEMA and COE processes
- 2006 FEMA undergoing additional change
- Successful COE program – evolving as well

US Army Corps of Engineers

HISTORY

- Lesson Learned: Major cities were left out of consideration for the LNO's
- In some counties the major city was the biggest entity and therefore most affected
- In these cases the counties took a hands off approach to the city
- Confusion between FEMA, COE, County and City over who was the customer was based on name
- FEMA changed name in 2005 from County LNO to FAR (Federal Authorized Representative)
- FEMA again changed the name in 2006 to a *geographical* Division
- COE name changed to Local Government Liaison (LGL) in February 06.

US Army Corps of Engineers

Mission

- To serve on the Federal Team and provide assistance and advice to the local governments in response and recovery missions

- To serve as the communications conduit between the local government and the COE teams executing missions for that local government, ensuring both parties understand the other's issues, priorities and concerns

US Army Corps of Engineers

Mission

- Simply Put, the Role of the LGL is to:
  - Serve as a Forward Observer
  - Serve as a Liaison to local government for FEMA and COE
  - Provide an **Unofficial** Communication channel to the ESF#3 TL, FEMA and RFO
  - Provide assistance to the local government in identifying needs
  - Provide technical assistance on FEMA and COE processes

US Army Corps of Engineers

Liaison Will Not:

- Interfere with or circumvent established lines of communications, command and control
- Be a buffer between FEMA / COE elements and local officials
- Commit resources or execute missions
- Direct any response or recovery operations/missions

US Army Corps of Engineers

Concept of Operations

Two types of LGL Cadre

- National Cadre (N-LGL)
- Local Cadre (L-LGL)

US Army Corps of Engineers

Concept of Operations

National Cadre:

- Screened, trained, certified, and equipped
- Serves as part of the National Response Cadre deployed by HQ USACE (UOC)
- Will serve in the appropriate FEMA Division
- Initial response team to organize and establish process
- Train and turn over mission to local LGL cadre within 30 days

US Army Corps of Engineers

Concept of Operations

Local Cadre:

If LGL mission is determined to go beyond 30 days

- Selected by Lead District Commander
- Will be trained and certified o/a day 20 after event by a National Cadre member
- Will OJT with National Cadre member for 7 to 10 days
- May serve in FEMA Division (If functional after 30 days)
- If local cadre member doesn't meet standard, National Cadre stays till replacement is available.

US Army Corps of Engineers

Concept of Operations

SPECIFIC TASKS

- Deploy early or pre-event. (with or without FEMA Division Supervisor) (N-LGL only)
- Quickly establish relationship with local government
- Learn local issues and priorities
- Communicate those issues and priorities to ESF#3, RFO and FEMA Division Supervisor (This does not replace official reporting/requesting requirements from local government)
- **Assist** the PRT in organizing mission execution

US Army Corps of Engineers

Skill Sets

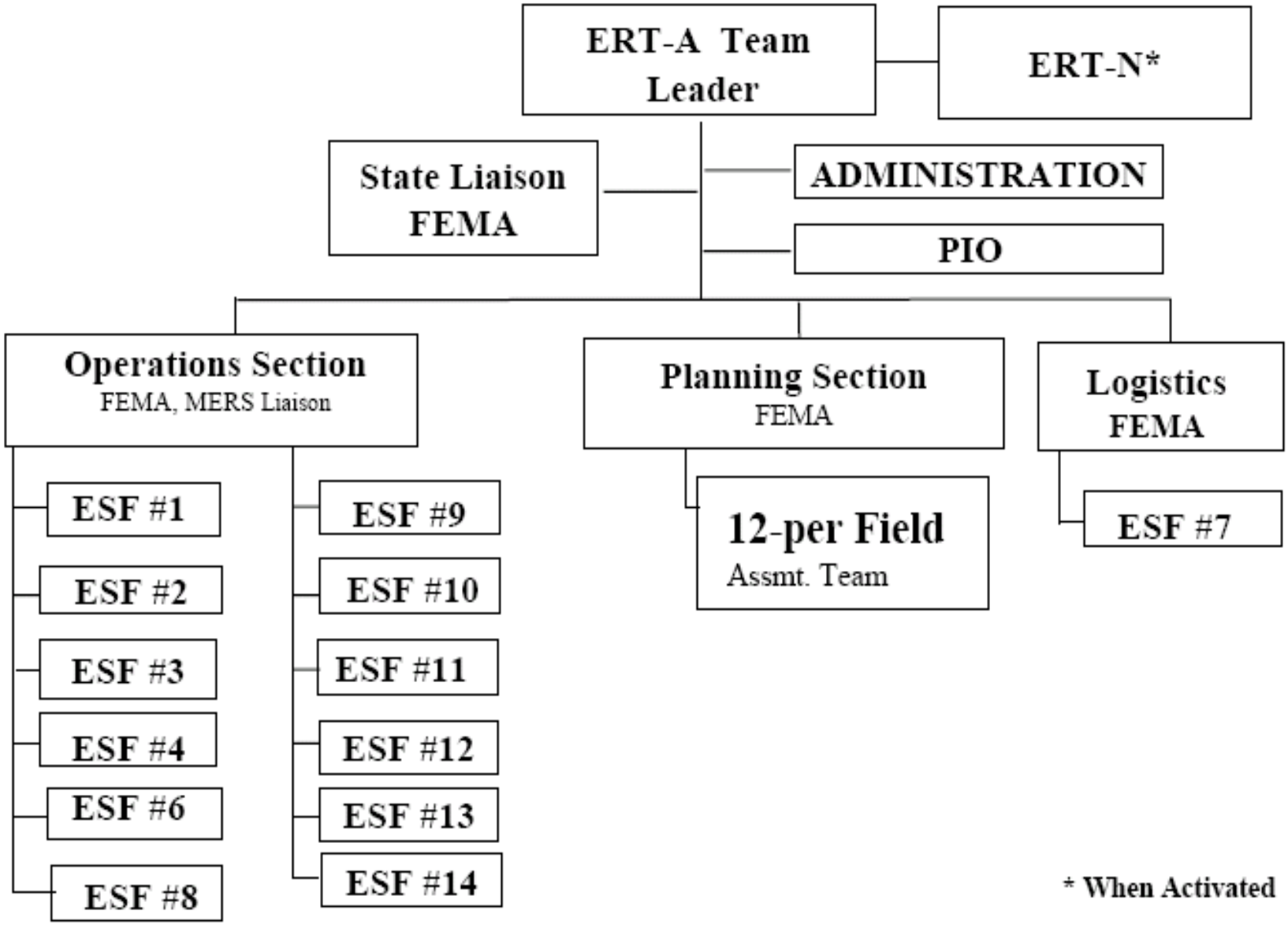
- People Skills
- Flexibility
- Problem Solver
- Communication Skills
- Works Independently
- Works in a Stressful Environment
- Professional Demeanor

US Army Corps of Engineers

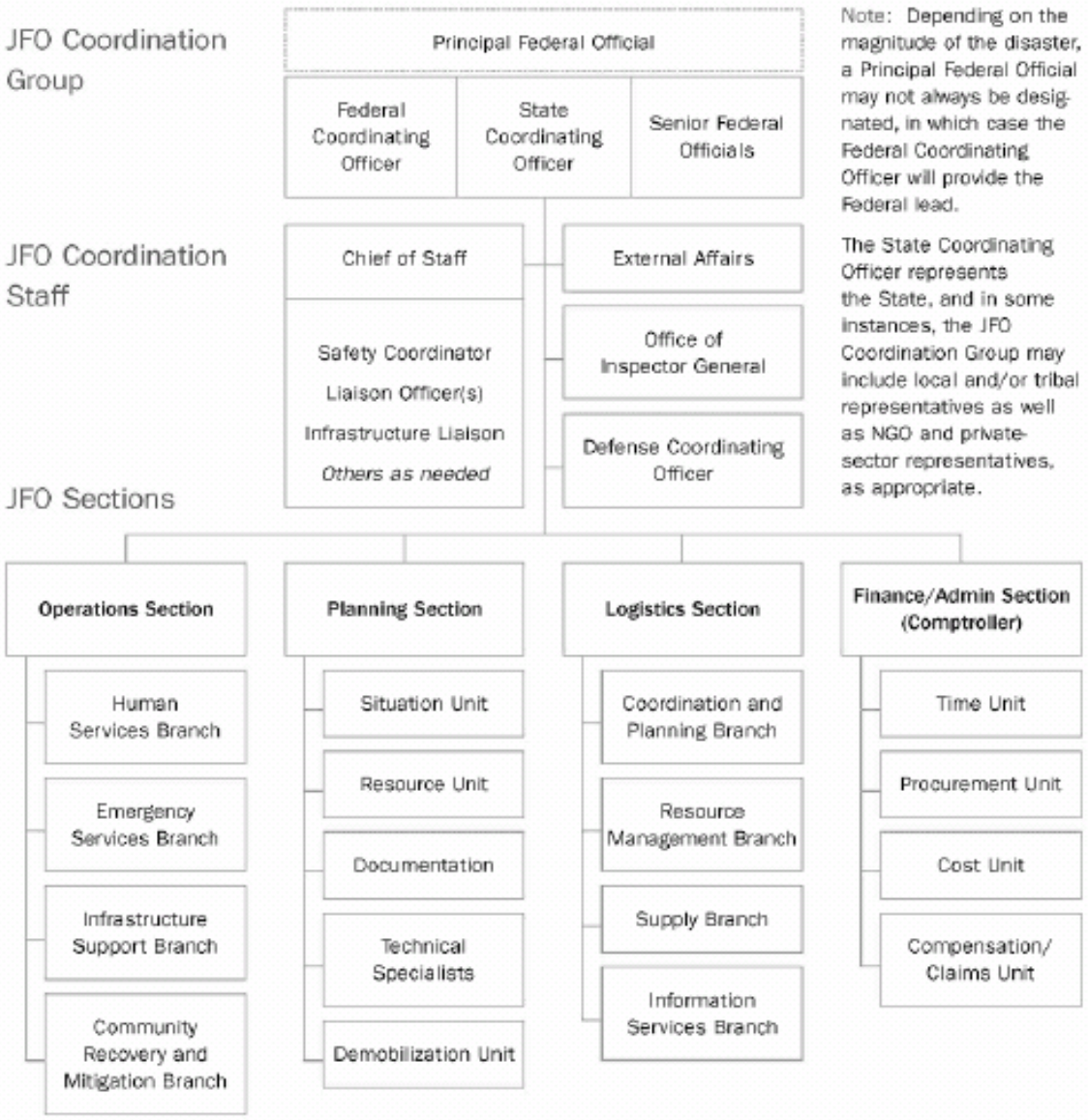
C&S Relationships

- Attached to the RFO
- DS to FEMA Division Supervisor (geographical division)
- DS to ESF#3 TL
- Evolves to DS to RFO

ERT-A Structure

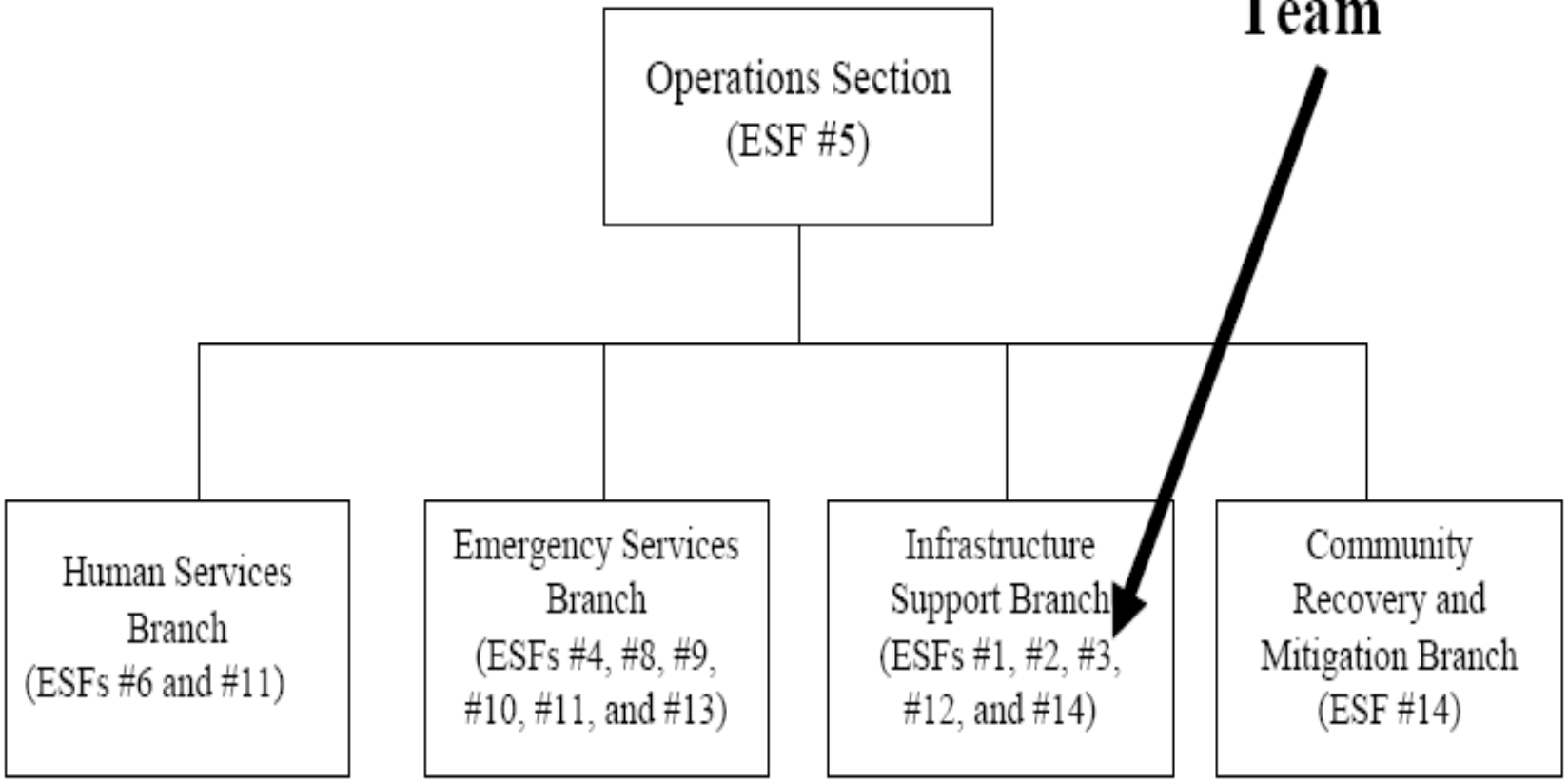


Sample JFO for Natural Disasters

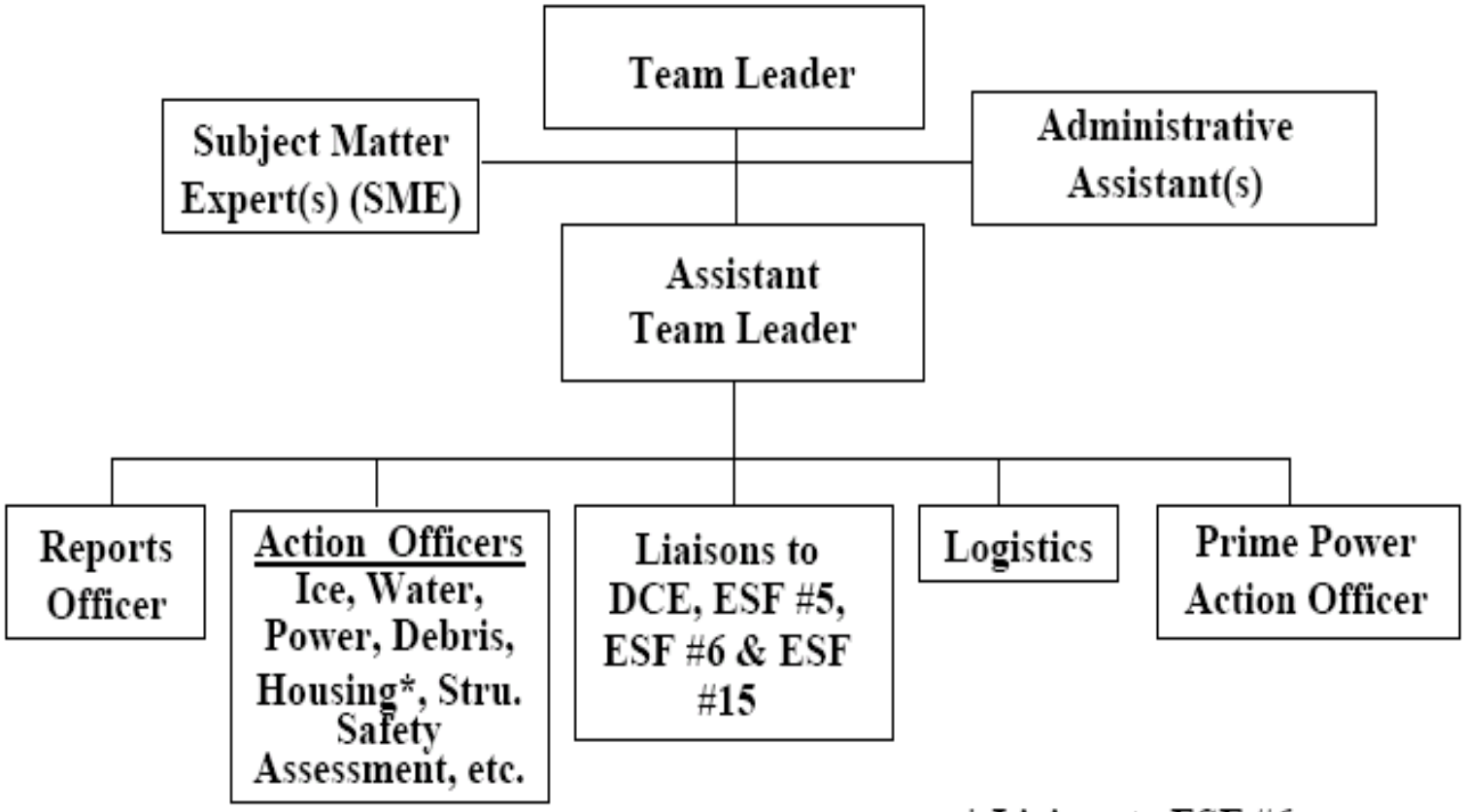

JFO Coordination Group
Principal Federal Official
Federal Coordinating Officer
State Coordinating Officer
Senior Federal Officials
JFO Coordination Staff
Chief of Staff
External Affairs
Safety Coordinator
Liaison Officer(s)
Infrastructure Liaison
Others as needed
Office of Inspector General
Defense Coordinating Officer
JFO Sections
Operations Section
Human Services Branch
Emergency Services Branch
Infrastructure Support Branch
Community Recovery and Mitigation Branch
Planning Section
Situation Unit
Resource Unit
Documentation
Technical Specialists
Demobilization Unit
Logistics Section
Coordination and Planning Branch
Resource Management Branch
Supply Branch
Information Services Branch
Finance/Admin Section (Comptroller)
Time Unit
Procurement Unit
Cost Unit
Compensation/ Claims Unit
Note: Depending on the magnitude of the disaster, a Principal Federal Official may not always be designated, in which case the Federal Coordinating Officer will provide the Federal lead.
The State Coordinating Officer represents the State, and in some instances, the JFO Coordination Group may include local and/or tribal representatives as well as NGO and private-sector representatives, as appropriate.

Operations Section of the ERT

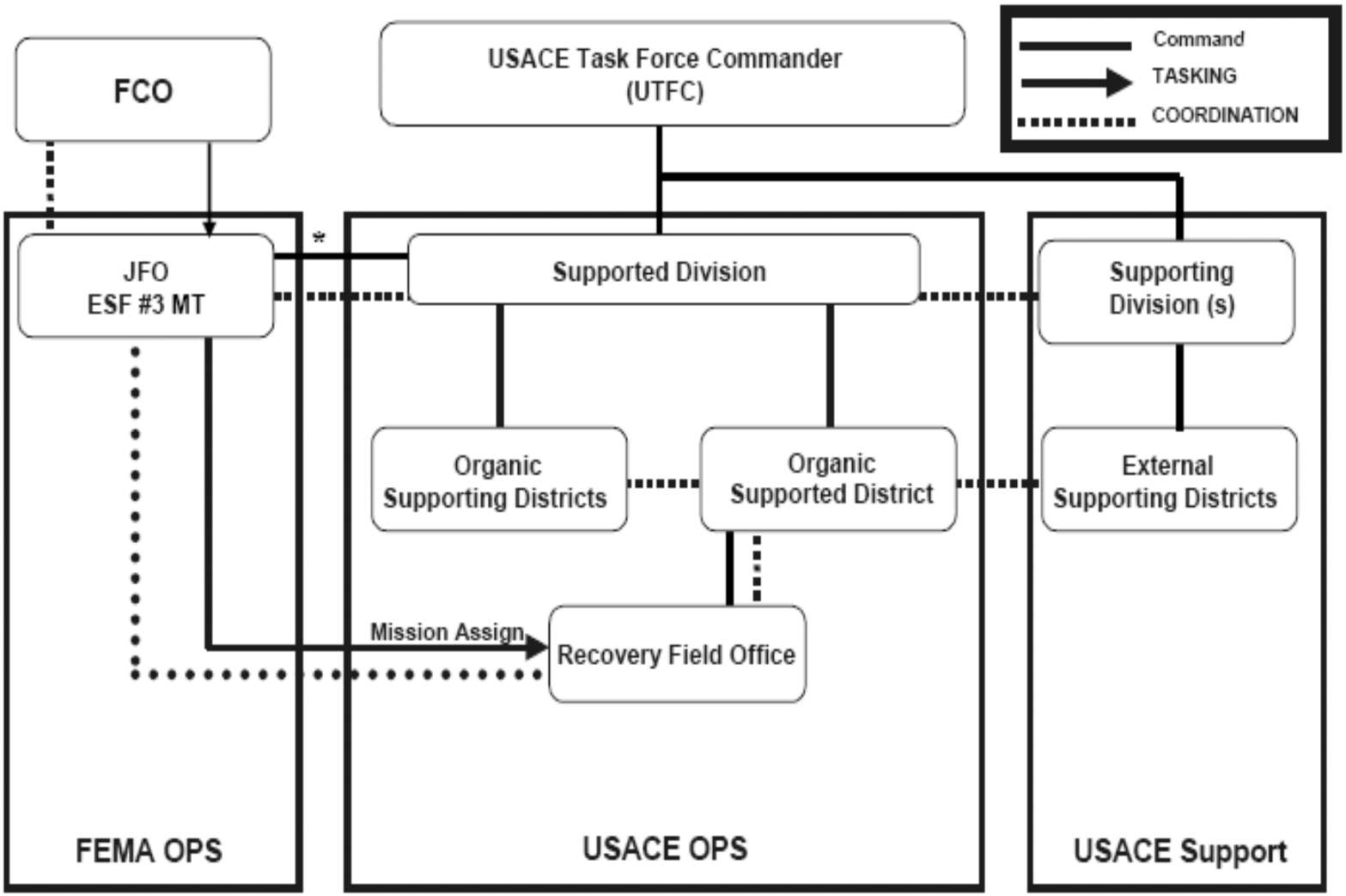
ESF #3 Management Team

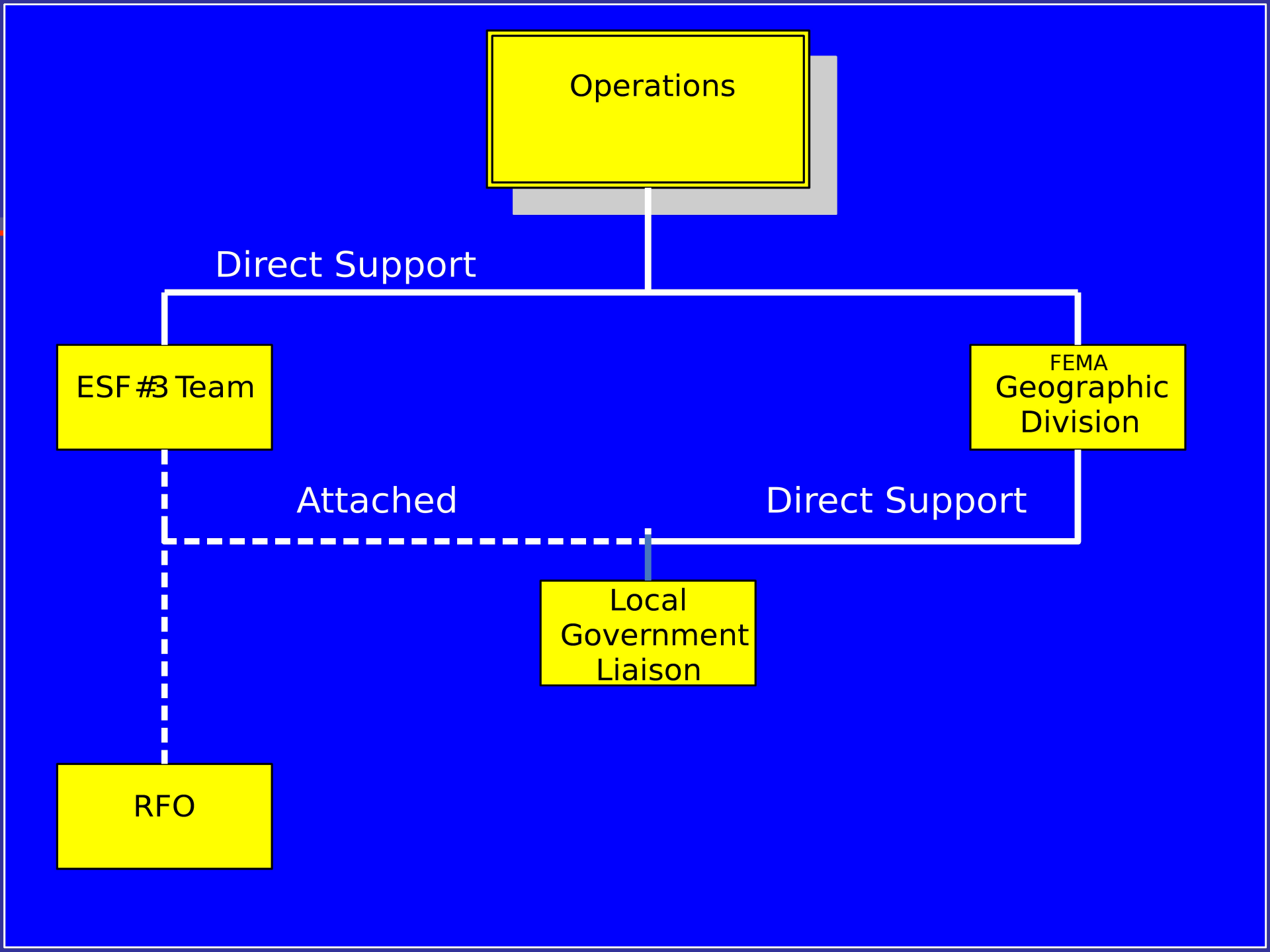


ESF #3 Management Team


Team Leader
Subject Matter Expert(s) (SME)
Administrative Assistant(s)
Assistant Team Leader
Reports Officer
Action Officers
Ice, Water, Power, Debris, Housing*, Stru. Safety Assessment, etc.
Liaisons to DCE, ESF #5, ESF #6 & ESF #15
Logistics
Prime Power Action Officer
* Liaison to ESF #6

Command and Control of USACE Disaster Recovery Operations




Operations
Direct Support
ESF #3 Team
FEMA
Geographic
Division
Attached
Direct Support
Local
Government
Liaison
RFO

US Army Corps of Engineers

Evaluations

LGL's will be evaluated every time they deploy by:

- **The ESF#3 Team Leader**
- **FEMA Geographical Division Chief**
- **RFO Assigned Supervisor**
- **Local Government EOC**

US Army Corps of Engineers

Evaluations

Evaluations based on:

- People Skills
- Flexibility
- Problem Solver
- Communication Skills
- Works Independently
- Works in a Stressful Environment
- Professional Demeanor

US Army Corps of Engineers

Evaluations

Evaluation scores used to determine:

- **Continuing with the Cadre**
- **More responsibility with the Cadre**
- **Awards and other recommendations**

SEMPER GUMBY!!!